

# Wanted: Young Men Who Are Capable of Earning \$20,000 a Year

## Big Business Is in the Market for Executives Who Can Hold Big Jobs

**A**RE you capable of holding a job paying from \$20,000 to \$35,000 a year?

If you are, you will have no trouble finding the job. The demand for executives capable of holding positions paying salaries of that size far exceeds the supply. There is so much room at the top just at present that the upper rungs of the ladder are relatively uninhabited.

So great is the shortage of high-priced men that the prediction is made that unless such executives are developed American industry will of necessity stop expanding. Men who now hold such positions are carrying a burden too heavy for them, because they cannot find associates to help bear the load.

### Positions Are Waiting

The shortage of high-priced men was emphasized at a recent conference held in Philadelphia under the auspices of the Technology Clubs Associated. Attending the conference were representatives of more than one hundred individual corporations and more than three hundred educational institutions. The purpose of the conference was to devise a plan whereby the educational institutions might turn out young men capable of holding the high-salaried positions big business has to offer.

Three men sounded the keynote of the conference and outlined its purposes. One was Dr. Hollis Godfrey, president of Drexel Institute, who helped organize the Council of National Defense and later became chairman of its engineering section. Dr. Godfrey has been working for years to interest industry in education.

### Result of Big Conference

The two other men are Louis F. Musil, treasurer of the H. L. Doherty Company, of New York, and Matthew C. Brush, president of the American International Shipbuilding Corporation. The Doherty company is the holding concern for the Cities Service Corporation, which controls scores of public utilities, including gas, electric light and power companies, street railways and others. It employs about 20,000 men. Mr. Brush's company operates the famous Hog Island shipyard. Under full production it employed 35,000 men, and 18,000 are still at work there.

Opinions here given of the three men named were partly the cause and partly the result of the conference held in Philadelphia, the value of which to industry and to education can hardly be overstated. In effect, the meeting made available to each of the 620 colleges and universities in America choosing to

take advantage of it the knowledge gained by the nation's most successful men of affairs in years of struggle and hard work.

### "Specifications" for Men

Dr. Godfrey's views are stated first because he conceived the plan of cooperation between industry and education now being put into effect, and because he "sold" it to both sides. At the conference a permanent committee was formed. It is to compile "specifications for men," drawn up by the industries, and distribute them among the educational institutions. What Dr. Godfrey says constitutes the essence of his selling argument. It reveals, also, a new method of attacking the problem of unrest now taxing the resources of all public men and of all nations.

"Educational waste has been going on for centuries because there never has been a definite statement or specification written by industry of the specific knowledge required to meet its needs," says Dr. Godfrey. "The colleges and industry have been working along different lines. It is here proposed to carry out a plan of cooperation to eliminate that waste by giving industry an opportunity to state its needs, and the colleges an opportunity to state their capacities to meet these needs."

"Two things are essential to the salvation of education. One is cooperation with industry—and by that I mean the whole world of business and commerce—and that the cooperation is now started. The other is the installation by every large industrial plant of its own division of education; a division charged with the duty of teaching the management to teach, particularly to teach human relations. That development will be followed inevitably by an increase in production and a decrease of executive strain. It is to secret that in every large industry this strain is becoming tremendous. Men of big affairs are being worn out trying to do the things that they cannot get enough assistance from management men to do, trying to solve the new problems constantly arising because of the demand for expansion and changing conditions."

### Importance of the Foreman

"I started work in my father's mill as a stoker and became superintendent. After that I held seven different jobs as superintendent in paper mills and machine shops. Therefore, I know that the one man most vitally affecting the workman is the foreman. When industry adopts education, when it teaches its management and its foremen to teach, it will eliminate



**DR. HOLLIS GODFREY,** president of Drexel Institute, who has conceived a plan for cooperation between industry and education

**MATTHEW C. BRUSH,** president of the American International Shipbuilding Corporation, says colleges do not teach men how to sell themselves

**LOUIS F. MUSIL,** treasurer of the Henry L. Doherty Company, points out that colleges fail to develop the human nature fundamentals

many of the major causes of labor trouble. This will be done not merely through the development of the good fellowship that is inevitable. It will follow as a natural result of giving every man a real chance. When the foreman is taught by his industry and in turn becomes a teacher of the men under his orders obstacles to each man's rise will be removed. Every man will have the same chance to progress. Nothing makes more difference in industrial unrest than the foreman; nothing can serve better to help industry and the workman than to make him a teacher."

Dr. Godfrey speaks primarily as an educator. Mr. Brush and Mr. Musil both approach the problem of trained men from the viewpoint of executives who are trying to hire them and find the supply inadequate. More than a hundred men representing total invested capital of more than seven billion dollars subscribed, at the conference, to the statement that there is in this country "an appalling shortage of trained men." Some of this is due to the war. But the real reason, altogether apart from the expansion of industry and the consequent creation of new jobs, is given by Mr. Brush.

"The educational institutions have improved since I graduated from Massachusetts Tech in 1901," he says, "but their teaching is still lacking in one fundamental. They do not teach a man how to sell himself. Too often they turn out sliding rules rather than human beings. Their graduates are highly trained technicians. They know their own jobs. But they do not know how to handle men."

### Where They Failed

"Not a thing is done in the colleges to teach a man what man to slap on the back, what man to take by the arm when one walks with him on the street. I know where they fail, because they failed with me, and I have been observing their failures ever since. While I was still at 'Tech' I worked during the summers on a lake steamer. One day old John D. Rockefeller and his entire family came aboard. Mr. Rockefeller came into my little office and sat on a high stool. He talked to me at great length, but there is one thing he said that I have remembered literally.

"The ability to handle men," he said, "has become just as much a purchasable commodity as sugar, and I will pay higher for it than anybody else in the world."

"I believe that that ability represents about 99 per cent of what is necessary for the success of an executive, and the knowledge of how to do the job represents the other 1 per cent. The most successful men in the world are human beings. But it took me fifteen years to learn that and some other things that I should have been taught in college. I thought the big bank-

ers and executives whose names I heard were halos.

"Every time I go to New York I am asked by heads of corporations 'I know of a man to fill this or that position. And these are not \$5,000 jobs nor \$10,000 jobs. They are posts paying \$20,000 and \$30,000 and \$35,000 a year, and the one outstanding ability that the man must have who is to fill them is the ability to handle other men."

### To Sell One's Self

"It all simmers down to the ability to sell one's self—to the head of the corporation to get a job and to the men working under one to hold it. In the latter instance it makes all the difference in the world. If you know enough about human relationships to make men trust you and believe in you, they will work for you. And that means the difference of 10 per cent in production, or of 25 or 50 per cent, that spells success. All the technical training in the world will not do it without a knowledge of men and of human values."

Mr. Musil finds, through years of experience in handling trained college men, that the greatest failure of the colleges is in teaching students even to appreciate what he calls the human nature fundamentals.

"Industry," he says, "offers unlimited opportunities to the man who recognizes that human nature fundamentals are as important as

## American Industry Is Suffering From an Acute Shortage of High Priced Experts

calling for men than we have men ready to take up the responsibilities of the positions available.

"How can the time factor of developing men for executive positions be further reduced, granting that the college man has clearly shown he can progress much faster than the man that has not the advantage of a technical education? How can we eliminate the misplacement of men that increases the time factor per man when considered from the viewpoint of the total number of developed executives? I believe this can best be accomplished by a closer coordination of industry with the colleges, and it is this coordination which we hope will be perfected through the work of the conference. The requirements of industry must be better known to the educational organizations of the country if they are going to anticipate the quantity and quality needs of industry, and supply these demands."

"Industry must recognize that the educational institutions can best determine how to develop in the student the qualifications necessary to apply their technical knowledge to the best advantage; how to develop in them the appreciation that knowledge is most productive when accompanied by a recognition of other important human and business principles. I have been very much interested in the efforts of the technology clubs to accomplish this coordination, and am even more interested in the principles which I believe underlie these efforts: the principles of anticipation."

### Not the Gift of a Few

"An analysis of the most successful enterprises of the past makes some men or men with vision and foresight stand out clearly above the many who participated. It is those minds who look ahead that are always depended on for the world's greater achievements, the post mortem examinations of past experience only helping to make the vision of future possibilities clearer and bigger. This need not be considered a gift of the few and to a large degree can, I believe, be attained by the recognition and application of definite principles. As the big business of to-day has justified itself as indispensable, so will the future need even bigger business. With this enlargement will come the need for a greater number of more capable executives; technical business executives who are able to look ahead. Budget systems of advance operation must be applied more generally by the executive of the future who is going to cope with the keen-

er competition and regulation of big business.

"Advanced operation is based on fundamental principles which, in themselves, develop executives. The man who could do to-day what he will do to-morrow with to-day's experience would be a valuable man indeed. We can all approach this possibility if we adopt the principle of anticipation to our problems. We must first be made to appreciate such principles, however, and if we are going to be successful executives we must have the ability to sell those principles to the organization of which we are a part. The larger the organization the more difficult, but the more necessary, is this executive task."

### Factors of Success

"Industry, like all the world, is confronted with the greatest of problems, that of human relationship. Prejudice and selfishness in one form or another undo much that would otherwise add to the surplus account of humanity, collectively and individually. A man's proper attitude, his proper frame of mind toward his fellowman, his fellowworker, his employer, is a great factor in the progress of all concerned, himself included."

"I believe the principles of psychology, if understood and applied more generally, would help materially in creating this attitude. I believe the college man must be relied upon as the man with a foundation sufficiently broad to comprehend the necessity of these fundamental principles, the absence of which prove such a handicap to others on whom he is going to depend for his maximum progress."

Perhaps I had better give my layman's view of psychology, the principles of which I feel need broader recognition. To me it means the study of those problems of human relationship which give a mutual consciousness of knowledge and understanding. If that is not psychology, then give it whatever name it should have; the fundamental principle remains the same.

"We need more men in this country, in industry and in politics, who are willing to recognize that knowledge and understanding are mutual, and that where this recognition is not given the result is more misunderstanding, capable of leading to the most serious consequences; it being only a question of time. I wish every college man, in addition to bringing his valuable technical training, could come to us with a fuller appreciation of these human problems."

## The Mme. Bartholdi Inn for Actors Was Home of Rising and Setting Stars

**T**HE passing of Bartholdi Inn, the well known actors' boarding house, has brought forth reminiscences among stars of to-day of their less palmy days. With every board that is torn from the old building and every block of plastering that drops an "I knew him when" floats out of the dust of destruction.

Bartholdi Inn, at Broadway and Forty-fifth Street, was the first New York home of many an insignificant little girl from out West who came to the big city to try her art in its true field. It housed "has-beens" who could tell of the times when they had good parts with Booth, and Barrett, and Kean. Rising and setting stars were at home there, but seldom were those in their zenith seen about the modest hostelry.

Among the many stories of the inn's comforts for the less prosperous members of the theatrical profession is that an actor's trunk was never held because he was out of work and behind in his rent. The rooms were rented by the week, not by the day. And in secret Mme. Bartholdi often advanced money to help a Thespian who was "broke" until his show opened.

**Among the Boarders**  
Among the successful members of the profession of to-day who lived at the Inn before good times came to them were Fred and Joe Santley, Nat Wills, Dorothy Dalton, Charlie Chaplin, Mack Sennett and D. W. Griffith.

Miss Dorothy Dalton, the present star of "Aphrodite," at the Century Theater, makes no secret of the fact that in her days of obscurity she lived in the Bartholdi Inn. What is more, she keenly remembers that a number of other well known theatrical people lived there at the same time.

"I had just returned from a road tour in 1912 after playing a very small part in a melodrama," said Miss Dalton, in talking over old days. "I could not afford to go to a regular hotel because I would be

charged at least \$2.50 a day at any hotel in the Times Square district. A girl friend who had lived at the Bartholdi Inn took me over and introduced me to Mme. Bartholdi, who very graciously gave me a room on

the Forty-fifth Street side for the magnificent sum of \$6 a week.

"I remember I had to climb two flights of stairs, for there was no elevator, as this old hotel was converted from a half dozen private



**DOROTHY DALTON,** the actress, who a few years ago was a boarder at Mme. Bartholdi's, having a room that cost \$6 a week.

residences into one building. My room was furnished with an iron bed and a lot of very nice, homelike decorations which showed that Mme. Bartholdi tried to make every one feel at home. There were pictures on the walls, not the sort of chromos one finds in small country hotels. The curtains, as I remember them, were of real chintz, and the wall paper was of a very quiet, refined design. Even the carpet on the floor was in excellent taste, although I have heard that some of the rooms usually occupied by actors who smoked cigarettes had carpets that were not so nice as the carpets in the better class of rooms.

"Actors smoking cigarettes, by the way, not only ruined hundreds of dollars' worth of carpets for Mme. Bartholdi, but also caused fifteen fires. There were two fires in the building while I lived there, but not one of them turned out to be serious."

### Meals Cheap and Good

"Mme. Bartholdi and her daughter, Polly, used to sit in the main office at the head of the stairs. On the other side of the stairway was the dining room, and the food we had in those days at very reasonable prices would seem perfectly wonderful now. The meals were extra, but you could get a very good dinner for 50 cents and an excellent breakfast for 25 cents."

"I lived at the Bartholdi Inn for almost three months, while I was looking for another engagement, and in that time I distinctly remember seeing Charlie Chaplin, who was in vaudeville then, doing the drunkard in an English vaudeville act. Mr. Chaplin lived at the hotel and was very popular with all of the guests. Another time I encountered D. W. Griffith in the hallway. I didn't know him, of course, but some one told me he was the director of a motion picture company with the Biograph Picture Company, and I was interested because even then I had thoughts of trying to secure a picture engagement as an extra girl."

"Another notable who lived in the Bartholdi Inn, but not at the same time I did, was Thomas W. Ince, the director and producer, who afterward became my manager and brought me forward in pictures."

Mr. Ince tells me that he lived there in 1910, when he was in vaudeville with William H. Thompson. He became a director in 1911, and was in California making his Wild West pictures in 1912 when I lived at the Bartholdi Inn. Later I went to California with a dramatic company, went into pictures and became a star under Mr. Ince's direction.

### Good Behavior Enforced

"Mme. Bartholdi had many interesting rules at her unique hotel. She expected ladies and gentlemen to behave as such—would not tolerate noise of any kind—and she insisted upon weekly payments by every one who was working. Any actor or actress who was temporarily up against it could go to her and secure an extension of credit, and many times I think Mme. Bartholdi even advanced money for railroad tickets to players who were out of work and who wanted to go to another city for an engagement."

"The other day, as I passed by the Bartholdi Inn and saw workmen tearing down the building, I looked up and picked out the room I had once occupied. It was a great surprise to me to think of that little window there from which I gazed out upon the wide world, filled with hope and ambition; then I leaned back in my limousine, as the driver turned the corner to take me to the Century Theater, where I am appearing in 'Aphrodite.' I was a penniless girl, struggling to get along on a small salary in those days, and now I am actually receiving in pictures the sum of \$6,000 a week. It seems as if I am still looking out of that window of the Bartholdi Inn and dreaming of the future, and as though Mme. Bartholdi's dinner gong ought to ring and wake me out of that dream."

Other actors who have lived at the Bartholdi Inn corroborate Miss Dalton's statement concerning fires. It is said that during the summer it was a dull day if there wasn't at least one awning fire. Many were caused by persons riding at 12 or 1 o'clock in the afternoon and tossing their morning cigarettes through the open windows and down upon the awnings.

## From Drygoods Box to Mansion; The Story of a Horatio Alger Hero

**W**HEN a Horatio Alger Jr.'s Ragged Dick hero by sheer pluck and luck married the banker's daughter after a period of selling newspapers, blacking boots and sleeping in drygoods boxes, a lot of austere librarians thought that was entirely too much and barred the volumes from their sacred shelves. But the verities of life are greater than fiction. Hark to the

tale of Archie M. Andrews, a young Chicago and New York banker, who is not yet forty and is a multimillionaire, the owner of town and country homes, an employer of 8,000 persons and the commander of the great yacht Sachem.

When Andrews was sixteen years old he used to shiver in front of The Chicago Herald Building, in Chicago, where he sold newspapers. He bought that building the other day, just as a matter of sentiment,

because he was stricken with a hemorrhage one night in front of it and was told by the free clinic doctors that only a change of climate would prolong his life.

"He worked his way to California and for five years fought his way back to health. When he was twenty-one he was pronounced well, and returned to Chicago to begin all over again. He took an office job and acted as a salesman when he got a chance. He saved \$500 and bought a seat on the Chicago Stock Exchange."

Then he went into business for himself as an investment banker and has offices scattered over the United States. Among his many holdings is the building at 27 Pine Street, where he has his New York headquarters.

He attributes his restoration to health to outdoor living and cheerfulness. "Discouragement," he says, "caused more illness than all the germs in Christendom. I was what the doctors call a 'lunger,' and I knew it. But I also knew the old copybook adage that where there is life there is hope, and I never for a second admitted that I was going to die. Since I have been restored to health I have passed the most rigid life insurance examinations. I have won wrestling medals, golf cups and swimming trophies."

"There is no need for any young man in America to say that he is handicapped by a lack of education, lack of health or of money. I lacked all three and I fought my way to the top. I am just the average fellow—no better, no worse."

Mr. Andrews employs only young men in his vast business. He has executives under thirty, hand picked, who are making \$25,000 a year. He never inquires if they have had a college education. If they have, so much the better, if they apply it. But he believes that enthusiasm and a desire to get on are the big assets for any youth.



**A. M. ANDREWS** who recently bought the big Chicago building in front of which he sold papers